SCIENCE NORTH
30 years

SCIENCE NORD
30 années

Our Vision

We will be the leader among science centres in providing inspirational, educational and entertaining science experiences.

Our Purpose

We inspire people of all ages to be engaged with the science in the world around them.

Our Mandate

- Offer a program of science learning across Northern Ontario
- Operate a science centre
- Operate a mining technology and earth sciences centre
- Sell consulting services, exhibits and media productions to support the centre's development

Our Professional Values

We Are…Accountable, Innovative Leaders
We Have…Respect, Integrity and Teamwork

Table of Contents

4 Message from the Chair and Chief Executive Officer

6 Fast Facts

8 Science North in the North and Around the World

10 Evolution of a Northern Dream

12 A Dynamic Tale

14 Our 5-year Strategic Priorities

17 Strategic Priority 1: Great and Relevant Science Experiences

25 Strategic Priority 2: A Customer-Focused Culture of Operational Excellence

35 Strategic Priority 3: Long Term Financial Stability

44 Looking Ahead

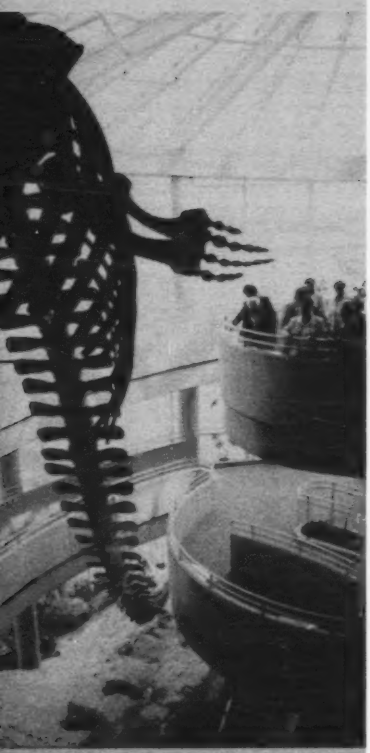
46 Science North Funders, Donors and Sponsors

49 Science North Board of Trustees and Committee Members

50 Science North Staff

Appendix A: Audited Financial Statements

Message from the Chair and Chief Executive Officer



To say 2014-15 was an exciting year is an understatement.

Science North celebrated its 30th anniversary, the famous Big Nickel turned 50 years old, a GUINNESS WORLD RECORD® was achieved, thousands of hand-carved fibre pumpkins lit up the Greater Sudbury skyline, both science centres featured new special exhibitions, Science North issued its 10 millionth ticket, and the iconic underground tour underwent a major renewal.

The anniversary year offered an opportunity for the Science North team to reflect on the many accomplishments that have been achieved by Northern Ontario's science centre over the last 30 years. Looking to the past also reignited the drive to continue to push forward and implement an ambitious strategic plan, and pursue our Vision of being the leader among science centres.

Science North commemorated its 30th anniversary with an extended weekend of programming and special events from June 20-22 including retro-themed activities throughout the science centre, a special edition *NIGHTLIFE on the Rocks* event for adults, and a campaign aimed at raising money in support of the Risto Laamanen Fund. The fund allows children to experience the magic and wonder of Science North science camps, regardless of their family's financial situation.

The Big Nickel, one of Northern Ontario's most famous landmarks, officially turned 50 years old on July 22, 2014. The community came out to Dynamic Earth for a full-day family celebration, presented by Vale. The celebration included free activities, live entertainment, fireworks and much more. Thousands of people, including new audiences who had never visited the Dynamic Earth site before, participated in the festivities. Visitors also took part in a GUINNESS WORLD RECORD® record attempt by creating a large-scale coin mosaic, over a 4-day period. With the support of Atlas Copco, Northern Credit Union, and nearly 600 participants, a 75.83 square metre mosaic was constructed using over $8,000 in Canadian coins.

As part of the 30th anniversary we also celebrated the launch of Science North's tenth travelling exhibition, *Arctic Voices*, co-produced with the Canadian Museum of Nature, as well as our fifth giant screen film for the IMAX® screen, *Wonders of the Arctic 3D*. Both attractions anchored the busy 2014 summer season, before heading out on a five-year North American tour.

Dynamic Earth hosted year-long celebrations throughout 2014 in honour of the Big Nickel's 50th birthday, which kicked-off with the opening of *In The Money*, a special exhibition on loan from the National Currency Museum. The celebratory year closed on a high note in October thanks to the addition of a brand new outdoor visitor experience for Northern Ontario – *Pumpkinferno™*. We were proud to bring this award-winning attraction, produced by Upper Canada Village, to Sudbury for the first time as a way to augment the Halloween experience and encourage repeat visitation from the local audience, while offering added incentive for out-of-town visitors. In 2014 the Halloween experience at Dynamic Earth attracted 8,628 people.

The success of the Big Nickel Birthday year also had a positive impact on visitation at the Dynamic Earth site. From April 1, 2014 to March 31, 2015 more than 52,523 people visited the centre, including the newly renewed underground experience which now features historic film

footage along with the latest in lighting, audio, video and special effects techniques.

Across the North, our milestone year served as a great reminder to celebrate everyday successes. Our mandate directs us to engage the people of Northern Ontario in science through outreach programming. Science North, through its sites in Sudbury and its permanent outreach base in Thunder Bay, cover a large area from Quebec to the Manitoba border. Over the years our Science North "Bluecoats" (our science staff) have connected with over 670,000 people in Northern Ontario, providing engaging science experiences via science camp programs, providing special programming to schools, festivals, fairs, libraries and provincial parks, and expanding our reach to First Nations audiences. In 2014-15, outreach staff visited schools in 56 Northern Ontario communities, engaging more than 34,782 students in science programs. They also delivered science experiences to the general public reaching 17,781 people of all ages, in 50 communities. Working closely with First Nations representatives also enabled our team in the North to deliver science experiences to close to 1,900 students and residents in 15 First Nations communities.

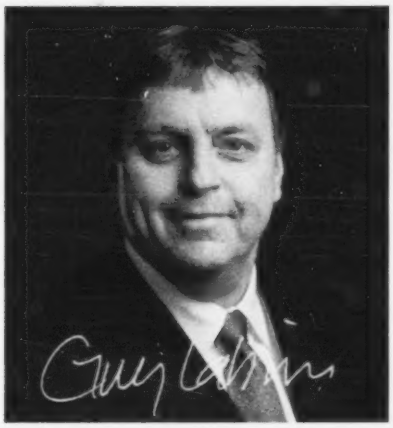
Strong partnerships have always been key to our success. In 2014-15, local media donated advertising valued at $365,000 to ensure our anniversary year initiatives were successful. We also partnered with other attractions across the North to improve visitor experiences at our venues and theirs. In Cochrane, new custom visitor experiences based on Science North's travelling exhibition *Arctic Voices* were created for the Cochrane Polar Bear Habitat. Meanwhile, a permanent visitor attraction called *Northern Nature Trading* was installed at both the City of Kenora's Lake of the Woods Discovery Centre and the Red Lake Regional Heritage Centre. Thanks to investments by the Federal Economic Development Initiative for Northern Ontario and the Northern Ontario Heritage Fund Corporation, *Northern Nature Trading* experiences will be installed in a total of six Northern Ontario attractions.

Science North has achieved a great deal over the past 30 years. As we look ahead, our Vision is bold and we are positioned for yet another exciting year that will include: a Science Festival in Sault Ste. Marie, a Northern Ontario tour of the travelling exhibition *Wildlife Rescue*, a new outdoor science park at Dynamic Earth, and a newly produced Science North exhibition about extreme weather.

Science North has a truly dedicated, innovative and change ready workforce that is, and always has been, passionate about delivering excellent science experiences and achieving Science North's mandate. We would like to thank our staff and volunteers and all who have supported the successes of the last 12 months, including our largest stakeholder: the Ministry of Tourism, Culture and Sport.

Let's continue to shape the next 30 years together.

Scott Lund
Chair, Board of Trustees



Guy Labine
Chief Executive Officer

Science North Board of Trustees

Scott Lund, Chair

Elyse Clements, Vice-Chair

Dr. Jordi Cisa

Lorraine Dupuis

Manfred Herold

Dr. Stephen Kosar

Jeffrey Laberge

Claude Lacroix

John Macdonald

Gordon Marrs

Todd Miller

Murray Scott

Fast Facts

(April 1, 2014 - March 31, 2015)

Memberships

General Memberships	4,657
Corporate Memberships	69
Total	**4,726**

Admissions

Science North Science Centre	141,566
Special Exhibits Hall	107,215
IMAX® Theatre	57,344
Planetarium	22,710
Dynamic Earth	52,523
Total	**381,358**

Education Programs - School Groups

Science North Science Centre	21,800	students
Special Exhibits Hall	10,893	students
IMAX® Theatre	9,478	students
Planetarium	2,830	students
Dynamic Earth	9,891	students
Special Science North Program		
- Overnight camp-ins	1,286	students
- Science Olympics	118	students
Total	**56,296**	**students**

Science Programs & Workshops

Summer Science Camps	2,281	participants (28 communities)
Specialty Programs/New Audiences		
- Children	401	participants
Northeastern Ontario (208), Northwestern Ontario (193)		
- Teens	535	participants
(SatURdayNIGHT Science Events)		
- Adults (*Science North/ Dynamic Earth)*	4,250	participants
NIGHTLIFE on the Rocks events, Explore Science Speakers Series, Science Cafés		
Northeastern Ontario (3,450), Northwestern Ontario (800)		
New Year's Eve Family Fun Day Event	1,250	participants
Halloween Event	8,628	participants
Teacher Workshops	28	teachers
After School Science Program	30	participants (188 days)
E-Workshops	81	participants
Public Outreach		
- Northeastern Ontario	10,134	participants (37 communities)
- Northwestern Ontario	7,647	participants (13 communities)
School Outreach		
- Northeastern Ontario	19,557	participants (37 communities)
- Northwestern Ontario	15,225	participants (19 communities)
Total	**52,563**	

Workforce

Employees	85	full time salaried
	159	casual, contract and hourly
Total	**244**	**employees**
Volunteers	400	volunteers
	22,548	volunteer hours

Science North in the North and Around the World

Summer Camps

28 Communities
2,281 Participants

Outreach

84 Communities
52,563 People Reached

Science North has a mandate to serve all of Northern Ontario, covering a vast geographical area from Mattawa to the Manitoba border. In this past fiscal year, Science North Bluecoats covered thousands of kilometres in the Northeast and Northwest, and delivered week-long interactive summer science camp programs to more than 2,281 youth in 28 Northern Ontario communities – a record high!

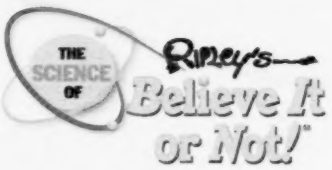
The addition of a permanent base in Thunder Bay in 2010 has enabled Science North to engage more children, teens and adults in science learning experiences on a more consistent basis, as well as grow Science North's reach across the North. In 2014-15 outreach staff continued to deliver interactive science experiences to schools, festivals, fairs, libraries and provincial parks. As well Science North has continued to expand its outreach program delivery to First Nations audiences, working closely with First Nations representatives to deliver science experiences that fit their needs.

Science North produces award-winning exhibits, multimedia productions and experiential theatres for venues worldwide. Travelling exhibits produced by Science North have been seen by over six million visitors to date and have travelled to over 100 locations throughout the globe including Canada, the United States, Barbados, Scotland, China, Singapore and Indonesia. All travelling exhibits are fully complemented by comprehensive marketing, education and operational guides. Science North is proud to have a 50% repeat client lease rate, which attests to the quality of the exhibits and the organization's dedication to client service, from pre-installation services through to tear-down.

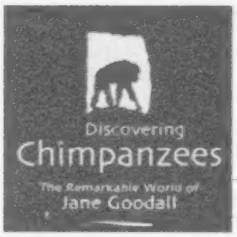
ARCTIC VOICES

Creatures of the ABYSS

ENDS OF THE EARTH
From Polar Bears to Penguins



DIAMONDS



Arctic Adventure

Evolution of a Northern Dream

Citizens were dubious about a science centre but the visionaries persevered

It is hard to imagine today how momentous talk about a science centre and "pie-in-the sky" plans for Sudbury becoming a tourist destination were back then.

"A failing and falling city," was how The Edmonton Journal described Sudbury in 1980.

Following a decade of devastating strikes and layoffs at the region's largest employers, Inco Ltd. and Falconbridge Ltd., community, political and business leaders were desperate for ways to diversify the city's economy.

Citizens were dubious about a science centre but the visionaries persevered. The Sudbury Science Centre study team released its report, which included a design, location and conceptional study, toward the end of 1980. One newspaper had a little fun with the idea. It wrote: "The laudatory adjectives flowed grandly, like the fiery slag which we are so familiar with in the Sudbury district...unique, fascinating, first class, greatest. The occasion was the unveiling this week of detailed plans for the Sudbury Science Centre, the grandiose venture that will do for Sudbury what Disneyland did for Anaheim, California, what the Rocky Mountains did for Banff and Jasper, and Oktoberfest for Munich."

No one is laughing now. Science North did, indeed, put Sudbury on the tourism map.

"It has given Sudbury a presence in the minds of people around the world," says Dr. David Pearson, who was the study project director and has had a relationship with the place ever since.

Inco Ltd. had invested $200,000 in the science centre study and the top executives liked what they read. In January 1981, the company announced it would contribute $5 million toward the construction of a science centre on the shores of Ramsey Lake.

"We owe a lot to J. Edwin Carter, chair of the Inco board and a former company president," says Pearson.

Carter was a geologist who was intrigued with the Sudbury Basin and how it was formed 2.5 billion years ago. "He was in the right place at the right time to lead the decision to fund the feasibility study and then provide $5 million as the first capital donation. It is safe to say it was approved as almost a personal recognition of Carter as president and board chair. The person who proceeded Carter was not as carried away as Carter was with the idea of a science centre."

At the time, Inco's contribution to Science North was the largest corporate donation to a community project in Canadian history. Jim Marchbank, who was the original Director of Development and the first CEO of the science centre, also credits Carter for his efforts to meet with then premier, William Davis, to secure provincial support.

The study team recommended the science centre be built on a piece of Bell Grove parkland owned by the City of Sudbury. The 14-acre site had a magnificent view from Paris St. and it offered some unique architectural possibilities.

The first blast to begin excavation took place on June 29, 1981.

Originally projected to cost $10 million, Science North was completed for just under $28 million with more than one quarter of the money coming from the private sector. More than 100 journalists from Canadian media outlets took advantage of the offer to tour Science North the day before its official opening on June 19, 1984.

On opening day, George Lund, the first President of the Board of Trustees, promised that every day at the centre would be a new experience. Pearson, who became the Founding Director of Science North from 1980 to 1986, told the audience that like science itself, the science centre would never be finished.

On Oct. 14, 1984, Queen Elizabeth II and Prince Philip attended the official opening of Science North. Over the years, Science North has hosted many dignitaries including the Prince and Princess of Wales, Charles and Diana, Princes William and Harry, Everest mountaineer Sir Edmund Hillary and renowned physicist Stephen Hawking. World famous chimpanzee researcher, Dr. Jane Goodall, was a special guest in 2002 and 2009.

In its first quarter of operation, Science North received about 1,500 visitors per day. The Big Nickel Mine experienced a 30 per cent increase in visits as well. (The Big Nickel property was purchased by Sudbury Regional Development Corporation for Science North in 1981.)

The science centre was not out of the woods, financially speaking, until 1985 when the province gave Science North agency status, putting it in the same category as the Art Gallery of Ontario. This ensured adequate funding would be in place and gave the Board of Trustees and chief administrators some peace of mind. At this time, Science North was mandated to provide services in English and French.

Keeping Lund's promise that every day would be a new experience, Science North is constantly changing. In its first decade, outreach programs in northeastern Ontario were expanded and the centre was enriched.

Bell Grove Arena was purchased as part of its expansion and construction of the IMAX® Theatre, which opened on its 10th anniversary on June 19, 1994.

"The IMAX® Theatre had an impact on our own creativity. We went into the film production business and from that to travelling exhibitions," says Marchbank. "We became much more commercially-oriented. The fact we could raise our own revenue stood us in good stead and helped us to get through 15 years of basically no increases in operations funding. Science North earns more revenue from the sale and lease of its exhibits and production services than it earns from admissions."

The F. Jean MacLeod Butterfly Gallery was added in 2000. In 2003, the first phase of Dynamic Earth opened. In 2009, in celebration of the science centre's 25th anniversary, the Science North IMAX® Theatre was completely transformed, and reopened offering Northern Ontario a new experience – IMAX 3D; the most immersive movie experience in the world.

Science North's 25th anniversary year (2009) also marked the beginning of a period of extensive renewal including a complete renewal of Level 3, the addition of a new digital dome planetarium, two new object theatres (*Legends of the Great Lakes, Between the Stars*), an update to the Climate Change Show object theatre (*The Changing Climate Show*) presented by Newalta and the development of a new attraction for the Vale Cavern (*Wildfires! A Firefighting Adventure in 4D*).

Today, Science North is Canada's 2nd largest science centre and Dynamic Earth, the former Big Nickel Mine, has been transformed into Canada's 8th largest science centre. More than 670,000 people across Northern Ontario have experienced the Bluecoat brand of science delivery, thanks to outreach programming. Science North has also become one of the leading producers of giant-screen films in Canada, and is one of the country's leading producers of travelling exhibitions. In 2015, as part of its 30th anniversary year, Science North launched its 10th travelling exhibition, *Arctic Voices* – co-produced with the Canadian Museum of Nature in Ottawa. The centre also hosted the world premiere of its fifth giant screen film for the IMAX® screen, *Wonders of the Arctic 3D*.

A Dynamic Tale

The Big Nickel received its first visitors July 22, 1964. Dynamic Earth officially opened in 2003. Both celebrate the fascinating story of mining in Northern Ontario.

It only makes "cents" that the nickel capital of the world would have an iconic, much-larger-than-life, nickel as a tourist attraction. Today, Sudbury's famous Big Nickel is recognized by people around the world. The replica of a 1951 Canadian nickel – which celebrates the 200-year anniversary of the isolation and naming of nickel, is located on the grounds of the 8th largest science centre in Canada, Dynamic Earth.

The Big Nickel received its first visitors on July 22, 1964, and it has since attracted countless tourists from around the world. The earth sciences centre and underground mine attraction, Dynamic Earth, officially opened in 2003. Both celebrate the fascinating story of mining in Northern Ontario.

Prior to 1981, the Big Nickel site was privately owned by Ted Szilva. He sold it to the Regional Municipality of Sudbury and later, ownership was transferred to Science North.

Szilva, a firefighter, entered his idea for a giant coin tourist attraction in a local contest which asked for ways Sudbury might celebrate Canada's Centennial in 1967.

"The nickel was to show where our wealth came from, the rock, and a lasting tribute to the men and women who processed minerals in the Sudbury Basin," wrote Szilva in a 1996 newspaper column. (In the same column he tells the story about when Sudbury Regional chair Tom Davies visited Honolulu, the mayor of that city proudly showed him a photograph taken in front of the Big Nickel).

Szilva's tourism suggestion did not win the contest but regardless, he decided to pursue his idea for a Canadian Centennial Numismatic Park. He purchased 21 acres in the west end of Sudbury from the Holditch family. Artist Bruno Cavallo worked on the design for the Big Nickel, which was built out of stainless steel.

The Centennial Numismatic Park also featured giant replicas of Canadian and American pennies, a $20 gold coin, and an American Kennedy half-dollar. There was a small train, a carousel and totem poles. MacIssac Mining and Tunneling Company built the tunnel that became the Big Nickel Mine in 1965.

Szilva, as private business operator, was unable to secure government funding, so he eventually sold his property to the municipality; about the same time that city leaders were seriously considering building an attraction to highlight the area's unique geology and mining riches.

The committee working on the Sudbury Science Centre Board saw the potential for developing a miniature mine experience as part of their plans. Upgrades made to the Big Nickel Mine were finished in 1983 in time to celebrate the City of Sudbury's 100th anniversary.

The summer Science North opened in 1984, attendance at the Big Nickel Mine increased by 30 per cent over the year before. Fast forward to 1997. That year plans were developed to update the Big Nickel Mine experience into the city's second major tourist attraction. Two years later, Science North CEO Jim Marchbank released plans for Dynamic Earth.

In January 2001, the Big Nickel was dismantled and removed from the Big Nickel Rd. site and given a major facelift at Lopes Mechanical in Coniston. A few months later, it was moved to Science North for a temporary two-year stay, while work on Dynamic Earth was completed.

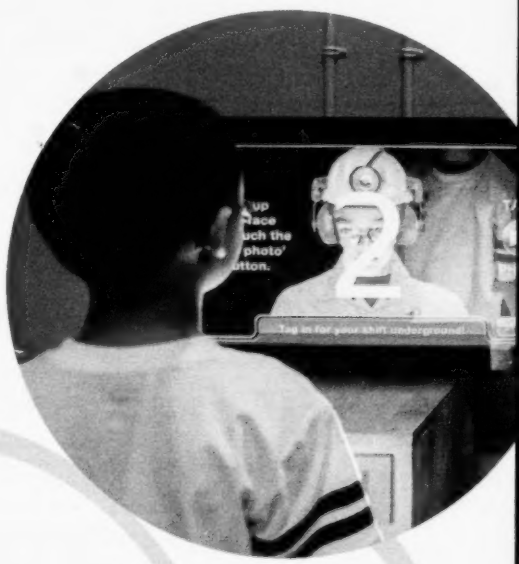
Opening day was April 17, 2003. During its first year, more than 65,000 people visited the earth science centre and underground mine.

A major community celebration, held on July 22, 2014, marked the 50th birthday of the Big Nickel. As part of this special event Ted Szilva, who attended with his children and grandchildren proudly at his side, was presented with a plaque in recognition of his role in the creation of the Big Nickel – one of the most famous roadside attractions in Canada.

Thanks to a significant investment by the Ontario government, through the Northern Ontario Heritage Fund Corporation, as well as investments by FedNor, Canadian Heritage (through the Canada Cultural Spaces Fund) and the City of Greater Sudbury, Dynamic Earth is also in the process of an exciting multi-year renewal to enhance the visitor experience. The first phase, a renewed underground experience, opened in March 2015 featuring historic film footage along with the latest in lighting, audio, video and special effects techniques. Phase 1 also included upgrades to *Nickel City Stories*, an engaging multimedia object theatre that uses a number of different effects to bring Sudbury's mining history to life.

A new science park and exploration trail system is in development and set to open in summer 2016.

The outdoor science park will incorporate playful and interactive exhibits that allow visitors to make the connection between mining, geology and everyday life, while having fun and being active. The design of the exploration trail system will include lookout structures that highlight the best spots for viewing the impact of the city's cultural development, geological history, mining history...and without a doubt, the Big Nickel too.

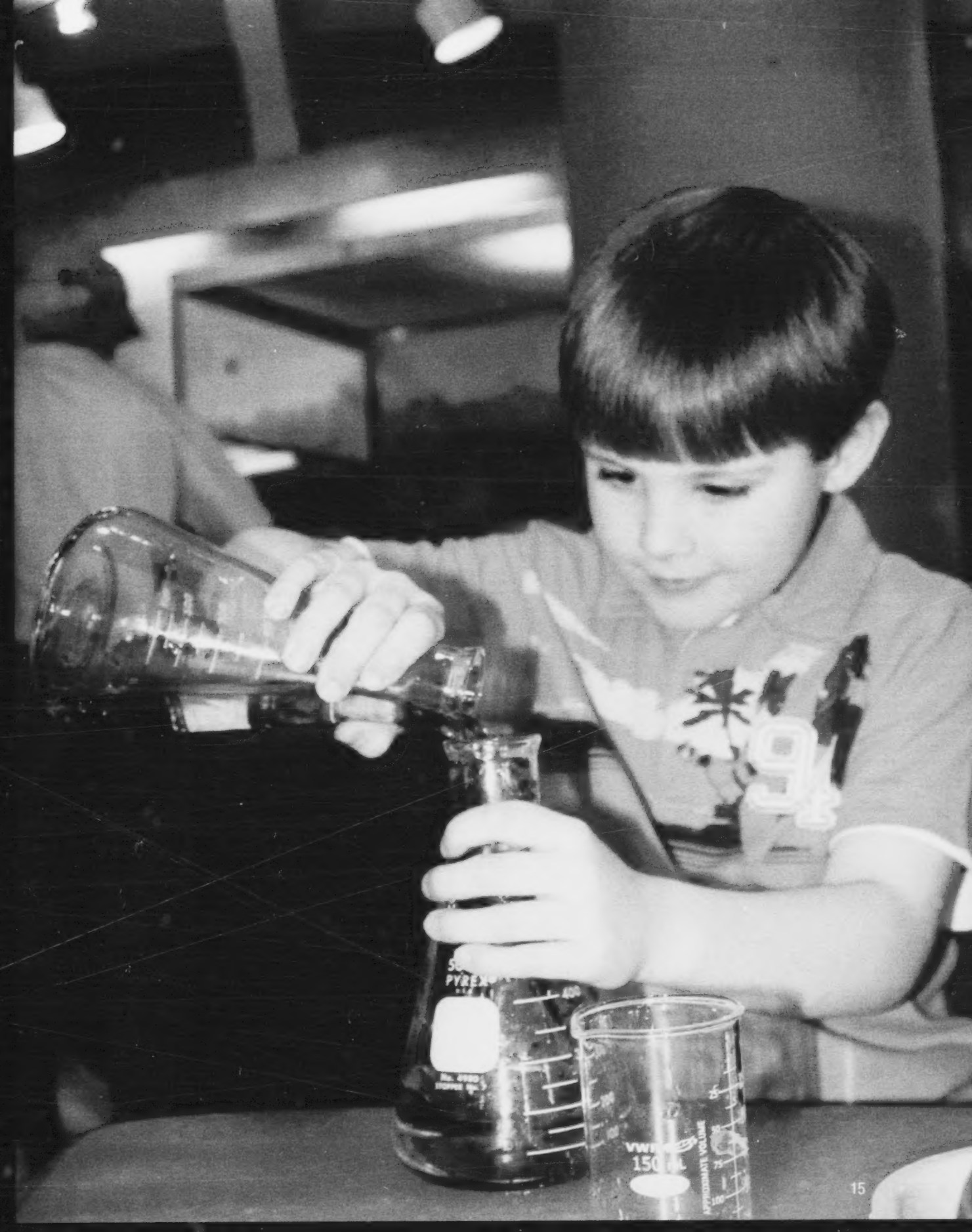


Our 5-Year Strategic Priorities (2013-18)

1. Great and Relevant Science Experiences

2. A Customer-Focused Culture of Operational Excellence

3. Long Term Financial Stability



Strategic Priority 1

Great and Relevant Science Experiences

Goals:

1. Develop new and relevant science experiences to grow current and new audiences
2. Grow our reach in all of Northern Ontario
3. Offer high quality interactive science learning experiences online

GOAL 1

Develop new and relevant science experiences to grow current and new audiences

Deliver a program of blockbuster exhibitions at Science North

- *Arctic Voices,* an exhibition about life and adaptation in the Arctic, was staged from March 1 to September 1, 2014. *Arctic Voices* was created in partnership with the Canadian Museum of Nature and was the 10th travelling exhibition to be produced by Science North.

- In March 2015, Science North opened *Ice Age,* a leased exhibition, as its blockbuster for spring and summer 2015. *Ice Age* featured ten life-sized animatronic mammals that inhabited the earth during the most recent ice age, 10,000-60,000 years ago.

Renew the visitor experience at Dynamic Earth

- The iconic underground experience at Dynamic Earth underwent an extensive renewal. The tour was updated with the latest in lighting, audio, video and special effects techniques. Historic film footage was also incorporated. Together, these new elements added a new sense of realism to the tour, creating a fully interactive and immersive experience.

- The Dynamic Earth renewal team engaged community partners and a specialized outdoor park design team to design the world's first earth sciences themed Science Park, set to open in June 2016.

- Two new hands-on and innovative exhibits were created to engage visitors with new science and technology. The "Current Science Wall" was updated daily with global earth sciences and mining related news. A Projection Globe was installed and offered an innovative way to use technology to bring planet Earth and its systems to life through interactive, media programming.

- In March 2015, Dynamic Earth opened *King Tutankhamun: Treasures from the Pharaoh's Tomb,* a leased exhibition, to rave reviews. The ancillary public and school programs and events further engaged and immersed visitors of all ages in the science of anthropology.

Develop and implement science programs for varied audiences that will engage visitors with current science

- A series of engaging science programs were created to appeal to varied audiences, including adult and teens, and engaged visitors with current science. These programs included Science Cafés, a Science Speaker Series, adults workshops, *NIGHTLIFE on the Rocks* events and teen events.

    - Science North staged a total of six Science Café events in 2014-15. Each Science Café was held at a popular downtown location and consistently attracted an engaged audience of 50-60 people, many of whom attended all six events. Due to the success of the series in previous years, a number of community organizations partnered with Science North in 2014-15 to deliver specific content.

- The Explore Science Speaker Series featured two speakers in 2014-15. Dr. Duane Froese, from the University of Alberta, opened the *Ice Age* exhibition with a lecture entitled, *Ice Age Yukon: Mammoths, Migration and Extinction.* Dr. Angelique Corthals, from the Stony Brook University School of Medicine, opened the *King Tutankhamun* exhibition at Dynamic Earth with a lecture on the use of ancient DNA in the study of Egyptian mummies.

- *NIGHTLIFE on the Rocks*, a series of evenings for adults, continued to prove successful. Attendance of 2,828 exceeded the target of 1,400 for these very popular events.

- Science North, with the assistance of a Teen Advisory Committee, hosted a total of 8 events for teens. Events included a *Wild & Scenic Film Festival*, a *Let's Talk* event with Olympian Clara Hughes, themed movie nights in the IMAX® theatre, and a murder mystery event in the science centre. Attendance figures remained consistent with those from the previous year, with approximately 60-100 teens attending each event.

Renew science labs in the science centre at Science North

- Space Place, a major component of the visitor experience located on Level 4 of Science North, was renewed to include a new programming space and interactive exhibits. On Level 3, an interactive infrared exhibit was added to the Northern Ecosystems experience.

Renew the experiences in all of our existing theatres and launch a brand new show

- A new object theatre for Science North, the *Health theatre* (draft title) continued into production. This theatre, developed in partnership with Experimentarium, the Danish science centre in Copenhagen, Denmark, is a celebration of healthy living and movement and will include visitors as an inherent part of the show by having their own body motion driving the show. The theatre will use cutting edge motion tracking technology to track the motion of visitors and will also provide positive feedback to them. The theatre will open at both Science North and Experimentarium in Fall 2016.

GOAL 2

Grow our reach in all of Northern Ontario

Deliver science experiences to First Nations

- During this past fiscal year, Science North visited 15 First Nations communities. Through a partnership with the Northern Nishnawbe Education Council, Science North staff was able to make five visits to schools in three remote northern communities: Sandy Lake, Kingfisher Lake and Wunnumin Lake. These trips are always a highlight for Science North staff and for the students participating in hands-on science experiences. Another three First Nations road access schools were involved in Science North science programs as well. This type of regular Science North presence helped the organization to successfully build and maintain relationships with leaders and students in these communities.

- During the summer of 2014, Science North was also hired to deliver science day activities at a number of First Nations' reserve camps. These communities included Seine River First Nation, Serpent River First Nation, Sagamok First Nation, Magnetawan First Nation and Whitefish River First Nation. Science North also brought a general science experience to Wikwemikong First Nation, Whitefish River First Nation, Naicatchewenin First Nation and United Native Friendship Centre in Fort Frances. A total of 1,864 people participated in programs delivered on First Nations' reserves.

Maximize educational experiences in Sudbury and across Northern Ontario

- 45,285 student visits were made to Science North and its attractions during 2014-15. This included science experiences delivered to 31,691 students at Science North's science centre (including special exhibit hall visits) and Dynamic Earth, 2,830 students who experienced a live Planetarium show, and 9,478 students who viewed IMAX® films. The total number of students indicated above also includes 1,286 youth who participated in overnight Sunset Camp-in programs offered at Science North as well as special programs, such as the high school Science Olympics and the First Lego League, designed to involve students in a variety of topics. An event showcasing special guest rapper Baba Brinkman and guest speaker Dr. Albrecht focused on the theme of evolution. At Dynamic Earth Dr. Angélique Corthals, who was featured as part of the Explore Science Speaker Series, introduced students to her anthropology experiences in Egypt.

- Thanks to funding provided by the Ministry of Education, 2,870 grade 4 to grade 8 students visited Dynamic Earth and participated in hands-on programs focused on financial literacy, science and innovation. As part of these programs, students explored exhibits on coins and money and watched an HD film about money and gold. The Ministry of Education also funded outreach visits to 123 schools across all of Northern Ontario. A total of 9,531 students were involved in hands-on financial literacy programs, and another 10,680 participated in science and innovation programs. In total, 34,782 students were engaged in Science North outreach school programs and live shows, over a span of 204 programming days.

- Science North outreach teams visited 18 Northern Ontario schools to engage parents in school activities. These family science nights, funded through a special grant from the Ministry of Education, focused on "Science around the World," and offered opportunities for students and parents to work and play together through science activities. These evening programs reached a total of 2,087 participants.

- In 2014-15 Science North was successful in securing two local school boards as members. The Rainbow Public School Board purchased a membership for all of its local elementary schools as well as some of its secondary schools (8,939 students). The French Public School Board, le Conseil scolaire public du Grand Nord de l'Ontario, also purchased a board-wide membership for all of its elementary schools (1,626 students).

- In June 2014, three local school boards participated in teacher focus groups. The intent of this exercise was to identify areas where Science North could improve to better meet teacher and student needs. Changes resulting from these sessions included:

  - The creation of a Teacher Champion program where a teacher representative from each school volunteered to share and promote science centre programs and special events with their colleagues. Close to 50 teacher champions participated in the program this school year. As a result, Science North has already benefited from stronger school participation with respect to special events.

  - More specialty weeks, which included a pre-planned programming schedule, were developed. This offered teachers the opportunity to opt-in without the hassle of planning the entire day for their students.

  - Free busing was secured so that it could be made available for a variety of specialty programs.

  - A new week about space science was developed in an effort to bring focus to live programs in the planetarium.

  - Science North developed a poster-sized marketing piece to promote all school programs with curriculum links. These posters were posted in teacher staff rooms at various schools.

  - School programs, featuring more than the science curriculum, have been developed.

Offer current, new and varied experiences throughout Northern Ontario

- The Science En Route program offered science experiences to the general public at festivals and fairs, libraries and provincial parks in 50 Northern Ontario communities to over 17,781 people: 10,134 in 37 Northeastern Ontario communities and 7,647 in 13 Northwestern Ontario communities.

- Science North delivered science camp programs in 28 Northern Ontario communities during summer 2014 (16 communities in Northeastern Ontario and 12 in Northwestern Ontario). 2,281 children between the ages of 4 and 12 experienced these interactive science camps with themes including nature, the human body, science discovery, technology and media. Comments from parents and participants continue to show a very high level of satisfaction with these week-long experiences.

- Five Science Cafés were delivered in Thunder Bay, where Science North has a permanent outreach base. Science Cafés are an opportunity for adults to hear a panel of experts present their views on a science topic, and then engage in the discussion of the topic. The Science Cafés were held in a pub or bar style setting to provide a casual environment where participants can enjoy refreshments throughout the evening. Some of this year's topics included wildlife management, climate change (in partnership with the Canadian Association of Science Centres and the Weston Foundation) and misconceptions in science. In 2014-15, Thunder Bay Science Cafés engaged over 300 adults.

- A science festival was held in Thunder Bay in late February 2015. The week included a series of events to involve people of all ages in science. Events included:
  - A Science Café (65 participants)
  - A sold out parents and tots program, with 60 participants, held at the Waverley Public Library
  - A Family Science Fun Day with 450 participants held at Lakehead University. The event involved 9 organizations (including Ontario Parks, Northern BioScience, Fort William Historical Park, Four Rivers Environmental Management Group, Confederation College, and TrueGrit Engineering) hosting science activities – building simple machines, catapults, mazes and structures, identifying song bird calls, identifying skulls and furs, and testing out traditional tools and toys.
  - A special presentation for the public by guest speaker and Northern Ontario filmmaker, David Lickley, attracted 155 people. Lickley, the director of the Science North giant screen film, *Wonders of the Arctic 3D* visited Thunder Bay to share behind-the-scenes stories and to screen the film. He also presented the same talk at an event that included 250 students. These events were made possible due to funding offered through the W. Garfield Weston Foundation and the Canadian Association of Science Centres.

GOAL 3

Offer high quality interactive science learning experiences online

Increase the amount of science content online

- Using analytics, Science North staff identified the type of content that would be most engaging for online visitors. Based on this research, more than 50 unique science posts were created. As a result, Science North's Facebook engagement score reached 13% (exceeding the target of 10%).

Develop mobile apps to enhance the visitor experiences

- Science North developed a mobile application to complement the visitor experience in its *Arctic Voices* travelling exhibition. 500 users downloaded the app.

- An *Arctic Voices* app for the special exhibition was launched in May 2014 and there were 481 downloads of the app between May and September 2014.

Extend the science centre experiences online

- As part of Science North's 30th Anniversary and the 50th birthday of the Big Nickel, online visitors were able to share/post their photo memories. As part of another online initiative aimed at engaging visitors to the website, Science North worked with a community party and implemented a web page that encouraged visitors to explore nature and share their experiences online.

SCIENCE NORTH SCIENCE NORD

CELEBRATING MILESTONES

Download our commemorative magazine

Sophia, Science North member, talks Jellyfish DNA

Strategic Priority 2

A Customer Focused Culture of Operational Excellence

Goals:

1. Build a change ready culture
2. Ensure world-class facilities and fully operational experiences
3. Optimize processes, systems and technology to maximize ROI (return on investment)
4. Practice environmental responsibility

GOAL 1

Build a change ready culture

Communicate change ready culture and behavioural model in people, leadership and service environments

- Having clearly communicated the characteristics of a change ready culture, Science North moved to better define the key behaviours that would support efforts to drive organizational change, lead through change and help the workforce navigate change.

Design and implement programs that motivate and reward change ready actions and behaviours

- With a strong emphasis on building capability in key elements of the organization's change ready effort, and in an effort to ensure an inspiring work environment, Science North hosted keynote sessions on service, leadership and people skills

- In an effort to align the Vision, strategic priorities and the need for change, the performance management process was updated to reflect change ready behaviours. The key behaviours defined by Science North, have been integrated into performance management tools including Science North's multi-rater survey.

Develop a workforce model for the future

- In an effort to address Science North's future workforce needs, and to ensure that the concept of succession planning is always top of mind moving forward, the organization has developed workforce planning tools, which will ultimately be introduced via a workforce-planning model.

Invest in learning

- A second cohort of 19 emerging leaders graduated from the Northern Leadership program – a year-long professional development program. The partner organizations for Cohort 2, which kicked off in May 2014, included founding partners Science North, Laurentian University and the City of Greater Sudbury, with the addition of Collège Boréal and Child and Community Resources.

- Continuous learning and growth remains a significant focus for the organization. Science North continues to invest in professional development opportunities that align with its business and strategic priorities. Staff is encouraged to measure and share knowledge gained through any participation in conferences, and other training sessions.

GOAL 2

Ensure world-class facilities and fully operational experiences

Create an exhibit and show maintenance management system that allows for proactive maintenance as well as reactive quick response for all Science North and Dynamic Earth exhibits

- The exhibit and show maintenance management system was developed and successfully implemented. As a result, visitors gave the organization a 91% overall satisfaction rate with respect to exhibits and shows being in working order during their visit. The satisfaction rate was nearly on par with the target of 95%. The maintenance management system also helped the organization to achieve less than 1% downtime for high impact experiences at both science centres.

Create and implement a cleaning/maintenance management system that ensures our buildings and grounds are reflective of being a world-class facility

- Science North utilized the cleaning/maintenance management systems developed in 2013-14 to ensure buildings and grounds were reflective of being a world-class facility.
- Science North's contracted cleaning company conducted weekly inspections. The cleaning company met with Science North on a regular basis to review these inspections and to determine any actions or improvements required.
- Science North achieved a 94% customer satisfaction rate from visitors, for cleanliness and maintenance.

Implement the Ministry's Asset Management System and add on computerized maintenance management system (CMMS) for facilities

- Science North restructured its technical resources to improve the organization's focus on asset management, and as such maintained a zero increase over 2013-14 with respect to operating repair costs.
- In an effort to better understand and improve the use of the province's Asset Management System, Science North took part in additional training provided by the Ministry of Tourism, Culture and Sport.
- In 2015-16, Science North will investigate new systems and procedures to better implement and track preventative maintenance.

Determine, fund and implement long-term infrastructure investment strategy

- $2,325,000 in infrastructure renewal funding was secured, with a 55% contribution from the Ministry of Tourism, Culture and Sport, and approximately 50% implemented at March 31, 2015.

GOAL 3

Optimize processes, systems and technology to maximize ROI (return on investment)

Implement information management strategy as identified in 2012-13

- An external review was conducted to assess current state, needs, gap analysis and cyber security risk. A plan that will outline how to implement the recommendations is now being developed.

Implement an integrated portfolio project and resource management system to evaluate ROI and deploy resources effectively for events, projects and programs based on qualitative and quantitative factors

- An events process procedure and communication plan was completed and implemented.
- Research for a resource management system is ongoing, and will continue into 2015-16.

Implement real time online and lobby kiosks that encourage advance sales and self-service

- Research into a combined online and on site Point of Sales System (POS), aimed at growing the organization's overall admissions revenue, was finalized and a new system (Tessitura) was selected. One of the key features of the new system was "at home printing" and hand-held scanning capabilities to fast-track visitors and increase online sales.
- The new POS launched in spring 2015 includes new online capabilities to be launched throughout 2015-16.
- A new Customer Relationship Management (CRM) system formed part of the new Point of Sales (POS) criteria. The CRM was integrated into the implementation and launch plan for spring/summer 2015.

Implement an efficient customer focused system for bookings (functions, groups, schools) and registrations (camps, programs)

- Science North continued to make improvements to the existing registration system as well as the camp website, and increased the number of online camp and program registrations while meeting a high level of customer satisfaction (93%). There were 911 more registrations online in 2014-15 than during the previous year.

Establish an accounting coding system to feed into all other reporting systems and project evaluation requirements

- The scope for this project has been identified and the procurement process has begun.

Identify and implement continuous improvement to operational processes

- Cost savings of $5,000, resulting from process improvements implemented in 2013-14 were sustained in 2014-15. An additional $7,500 in savings was achieved from process improvements implemented in 2014-15. As such, the total cost savings for 2014-15 equated to $12,500.

SCIL
NORD

GOAL 4

Practice environmental responsibility

Identify and implement environmentally responsible operational practices with ongoing corresponding measurement and communication

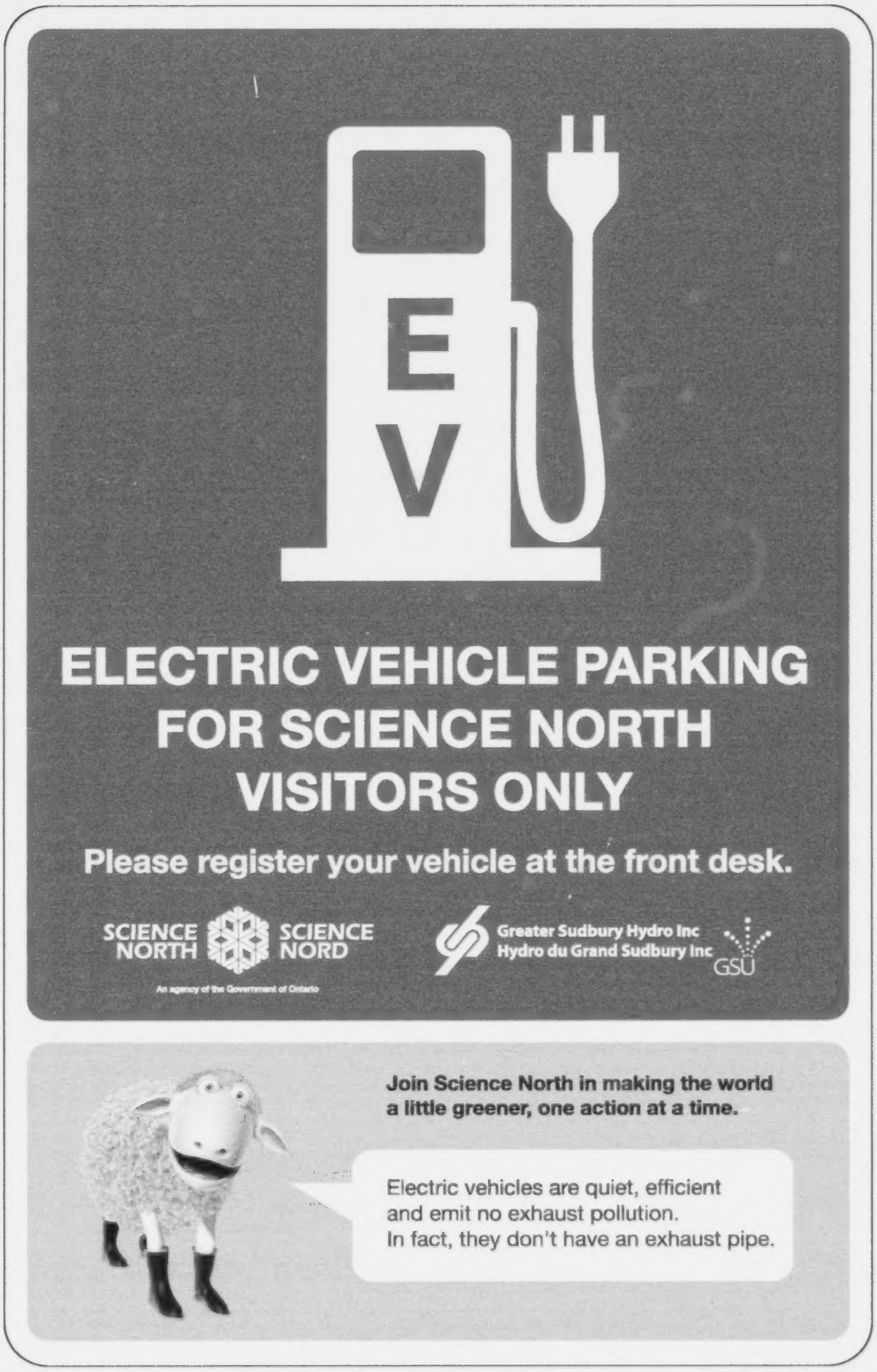
- The five initiatives implemented in 2013-14 were sustained in 2014-15. Three new initiatives were implemented in 2014-15 resulting in a grand total of 8 initiatives implemented since April 2013.
- Visitor awareness of Science North's operational practices was 61%, and overachieved the target goal of 50%.

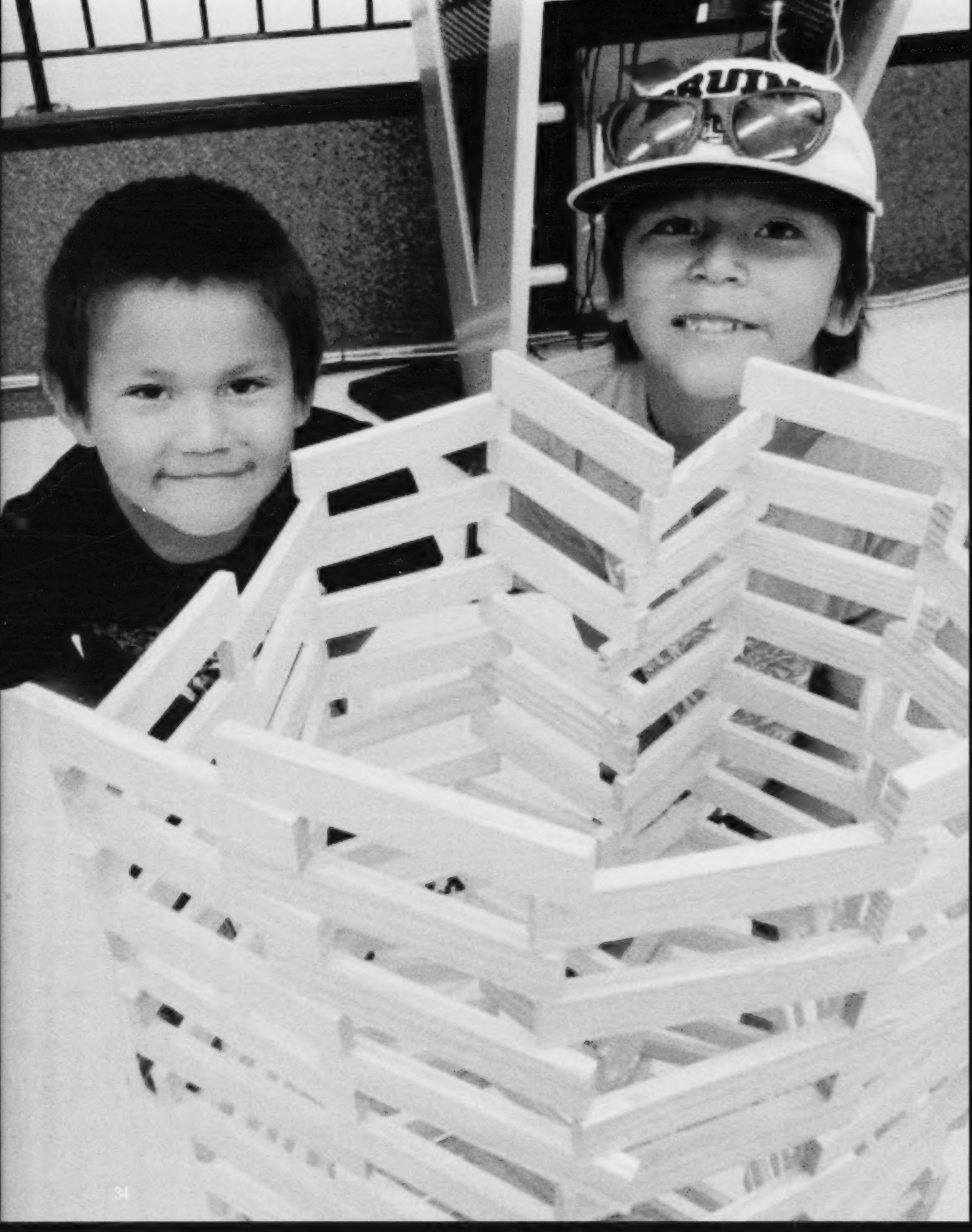
Identify and implement projects with positive ROI based on environmental audits and/or metering

- Five energy saving projects were introduced and achieved a 9% reduction of energy consumption over 2013-14.

Research, identify and fund highly visible renewable energy projects with positive Return on Investment (ROI)

- The planning stage of the Smart Grid project was completed and the RFP for installation of photo-voltaic array was issued.


EV
ELECTRIC VEHICLE PARKING
FOR SCIENCE NORTH
VISITORS ONLY
Please register your vehicle at the front desk.
SCIENCE NORTH
SCIENCE NORD
An agency of the Government of Ontario
Greater Sudbury Hydro Inc
Hydro du Grand Sudbury Inc
GSU
Join Science North in making the world
a little greener, one action at a time.
Electric vehicles are quiet, efficient
and emit no exhaust pollution.
In fact, they don't have an exhaust pipe.



Strategic Priority 3

Long Term Financial Stability

Goals:

1. Grow and diversify our external sales revenue
2. Grow philanthropic revenue streams
3. Increase and maximize grant revenue
4. Explore and maximize all other potential revenue streams

GOAL 1

Grow and diversify our external sales revenue

Develop and implement action plan to grow external sales in new emerging markets

- Science North and the Ontario Science Centre, with the financial support of the Ontario Ministry of Tourism, Culture and Sport, continued to work together on a joint International Market Development Initiative to target the Asian market for consulting, travelling exhibits and multimedia film products. The provincial government has been funding the project since 2012, and this year marked the final phase. During the three-year initiative, Science North achieved sales of $1,012,171 in China and Southeast Asia through touring and the subsequent permanent sale of the *Creatures of the Abyss* travelling exhibition; the sale and installation of *The Changing Climate Show* object theatre at the Singapore Science Centre, the licensing of *Mysteries of the Great Lakes* giant screen film for IMAX® screens, and the sale of multiple small science exhibits.

- Through attendance at key conferences in 2014-15, Science North continued to build relationships and target business development opportunities in the Asian market. Multiple presentations to other science centres, including the Hong Kong Science Centre, resulted in the signing of a Memorandum of Understanding for the installation of *The Changing Climate Show* object theatre.

- In March 2015, Science North secured an additional $100,000 in funding from the Ministry of Tourism, Culture and Sport to support a second phase of the International Market Development Initiative. This funding will support relationship building with potential strategic partners and clients in China and Southeast Asia. Science North will once again work with the Ontario Science Centre on joint initiatives to further develop this market.

Secure one new partnership (as co-producer, co-developer or co-investor) for the development of a new Science North visitor experience

- Science North and the Ontario Science Centre signed a Memorandum of Understanding with respect to a new travelling exhibition about extreme weather. Science North will work with the Ontario Science Centre, in their capacity as fabricator, to develop this newest blockbuster exhibition that will launch in June 2016.

Integrate new Science North travelling exhibits into travelling exhibit business to achieve profit targets

- In December 2014, Science North launched the tour of *Arctic Voices* at the Canadian Museum of Nature. Two additional leases for the exhibition have also been secured.

- Science North's international sales team completed in-depth consultations with external clients, regarding the new extreme weather travelling exhibitions to ensure the exhibition will meet the needs and expectations of future clients.

Review our external sales business plan and adjust as necessary including our product and service offerings, market targets and marketing/sales strategies.

- Science North conducted an in-depth financial review of external projects from 1996-2015. External environmental scans were also completed to inform the 2015-16 business plan regarding external sales.

ONTARIO SCIENCE CENTRE - SCIENCE NORTH
ONTARIO SCIENCE CENTRE
WHAT WE DO
Travel Exhibitions
Customize
Fabricate
Install
Consult
Imagine
Design
ONTARIO SCIENCE CENTRE
SCIENCE NORTH SCIENCE NORD
SCIENCE NORTH SCIENCE NORD
Traveling Exhibits and Multimedia
IAAPA

GOAL 2

Grow philanthropic revenue streams

- Science North commissioned an independent survey to gauge awareness in the City of Greater Sudbury regarding Science North's charitable status. This survey, conducted in March of 2015, showed an awareness level of 44%, an increase of 2% as measured in 2014.

- On April 12, 2014, Science North hosted its fourth annual fundraising gala, *The White Gala*. Welcoming 244 guests, Science North raised just over $37,000, including over $14,000 during the live and silent auctions. The Gala's success was also greatly attributed to sponsors who generously contributed to the event with both funds and in-kind support. Funds raised through the Gala allow Science North to create new and exciting experiences for visitors through exhibit development.

- Science North secured a total of $133,000 towards the annual fundraising goals of 2014-2015. Some highlights included: The TD Friends of the Environment provided $14,300 in support of Science North's summer science camps program in Northern Ontario as well as $12,800 towards Earth Week – an exciting week of programming at Science North for local schools. The Canadian Association of Science Centres and the Weston Foundation contributed $20,000 towards the Explore Science Speaker Series, allowing Science North to welcome well-known science speakers to Sudbury over the course of the year, as well as $10,000 to support Science Cafés in Sudbury and Thunder Bay. Vale was also a supporter of the Big Nickel's 50th Birthday on July 22nd, and came on board as the presenting sponsor with a donation of $10,000.

- Science North engaged with key individuals and corporations in the community for support of the Capital Campaign, which is currently in the pre-launch phase.

GOAL 3

Increase and maximize grant revenue

- FedNor and the Northern Ontario Heritage Fund Corporation committed funding for a Northern Ontario tour of Science North's *Wildlife Rescue* travelling exhibition, with a combined investment of $292,500. The exhibition will be hosted by venues in Kenora, Kirkland Lake, Sault Ste. Marie and Thunder Bay in the spring/summer of 2015.

- Canadian Heritage, through the Canada Cultural Spaces Fund, committed funding of $310,000 for the new Outdoor Science Park as part of the Dynamic Earth expansion initiative.

- The Northern Ontario Heritage Fund Corporation confirmed a $1 million investment for the Dynamic Earth expansion as well as the installation of a *Northern Nature Trading* experience (small version of Nature Exchange) in six regional communities. FedNor also committed $1 million to these projects in the 2013-14 fiscal year.

- The Ontario Ministry of Education confirmed its ongoing support of Science North's science and innovation/financial literacy programs. The province's investment facilitated the delivery of these programs to school children in Sudbury and across Northern Ontario, as well as the development of ancillary teacher resources.

- A $24,900 investment from Employment and Social Development Canada allowed seniors to participate in the planning of celebrations for the Big Nickel's 50th Birthday. Seniors were involved in gathering stories and photos from other senior citizens to be used as part of a new interactive visitor experience about the history of the Big Nickel. These same seniors were also on site on July 22, 2014, the Big Nickel's birthday, and interacted with visitors and shared personal stories.

- Employment Grants secured in 2014-15 totalled $279,000. This included seven one-year internship positions through the Northern Ontario Heritage Fund Corporation.

- The City of Greater Sudbury committed $25,000 to Pumpkinferno™, a new visitor experience introduced as part of Halloween programming at Dynamic Earth.

- The Ontario Cultural Attractions Fund supported Science North's 30th Anniversary year including the Big Nickel's 50th Birthday celebrations with a $250,000 investment. Featured experiences included the *Arctic Voices* travelling exhibition and the *Wonders of the Arctic 3D* large format film.

- The Ontario Tourism Event Marketing Partnership Program supported Dynamic Earth, and specifically an 'I Love Dynamic Earth' campaign, with an $8,000 investment.

Pumpkin Inferno
GIANT TIGER
LOPES LTD

GOAL 4

Explore and maximize all other potential revenue streams

Research and implement new revenue streams as identified

- The initiatives implemented in 2013-14 by the cross-organizational team included: a coin-operated Tornado Simulator; a portable digital photo booth; and a VISA Cash Rewards Rebate which sustained and achieved total revenue of $23,876.

- After extensive research into new revenue-generating possibilities for 2014-15, it was determined that the best approach to maximize revenue potential for Science North would be to focus on one larger project that would result in $125,000 in revenue by 2017-18. The project to be pursued is focused on developing a new visitor experience using the outdoor site at Science North.

WILD
WINDS

Looking Ahead

Science North CEO, Guy Labine, talks about today and tomorrow

What do you think Science North does for Sudbury's self-image and as an Ambassador for the City?

Even when I didn't work here, I knew Science North as a great place to visit and to bring out-of-town friends and relatives. What I didn't understand was the reputation and importance Science North has in the science centre field. In the fall of 2000, before I started working here, I went to the Association of Science and Technology Centres conference in Cleveland. I was wearing a Science North shirt. At least a dozen people said to me, "You guys are the best science centre in the world." Science North's reputation in the local community is somewhat different. Citizens know it is a great place to visit, but many do not realize all the other things Science North does.
We can never take the relationship we have with the community for granted. The relationships we enjoy with the citizens of Sudbury and Northern Ontario are critical to our success.

What else has been key to Science North's success over the past 30 years?

Earlier on, there were challenges. The first couple of years were a struggle. The credit goes to the visionaries who created the spirit of the organization. They put a stamp on the passion we have. They saw the importance of engaging visitors with real people: our Bluecoats. Our staff and their engagement with visitors are the pillars of the science centre.

We are a big science centre in a relatively small place. For that reason, we must pay attention to great customer service. We need to create compelling reasons for people to come back over and over again, which is why we strive to create travelling exhibits, great films and engaging experiences for our visitors, on a regular basis.

Looking ahead, change is a constant here. It is how we are able to offer compelling reasons to visit whether you're 7, 17, 27, 47 or 87. We need to be all things to all people (and) with a focus on science. The day we stop changing and reimagining ourselves is the day visitors will find this place less interesting.

We are in year two of our five-year strategic plan. We launched the plan in April 2013. In our planning, we spent time looking internally and externally, talking to our key stakeholders, surveying the community, businesses, members and non-members and donors. We made a point of talking to 1,000 people in Northern Ontario about why they had not visited in the last 10 years. That shaped the underpinning of the strategic plan, which focuses on three areas: great and relevant science, a culture of excellence focusing on the customer, and financial stability.

We have an operating subsidy from the Ontario government, but over the last 20 years any growth in the operation has come from earned revenue: admission prices, food and retail, philanthropy or selling our services to other science centres and museums.

How are you celebrating this milestone year?

We're using our 30th anniversary to celebrate the exciting visitor experiences we're offering over the course of this milestone year. At Science North we are celebrating the launch of two new Science North productions – the blockbuster exhibition *Arctic Voices* (co-produced with the Canadian Museum of Nature in Ottawa) and the giant screen film for the IMAX® screen, *Wonders of the Arctic 3D*. At Dynamic Earth the focus is on the Big Nickel's 50th birthday with a community celebration on July 22. Across the north, we're celebrating our everyday successes – whether we have 2,200 kids in summer camps in 25 communities, or are providing outreach in 45 communities in Northern Ontario.

Your mandate for a science centre of Northern Ontario is impressive

We're called Science North, and the word "North" is key. It includes Sudbury and the entire North. We opened a satellite office in Thunder Bay in 2010. The Northern Ontario mandate is very important on two levels. It is a great opportunity to bring Science North to other communities. The other challenge we face is that Sudbury and other northern communities have a declining population of young kids. Our populations are growing older except in the First Nation communities whose population of children, under age 15, is growing considerably. Science North has an important role to play in engaging these students and incorporating traditional knowledge in some of the science experiences we deliver. The First Nations' population is an important part of Northern Ontario and one that we need to continue to grow and strengthen our relationship with.

What opportunities do you see ahead for Science North?

When Risto Laamanen (Chair of the Science North Board of Trustees) passed away, we created the Risto Laamanen Fund for individuals to be able to apply to send their children to summer camps. Now we have 50 to 60 kids per year who would be not be able to go to camp without that fund. This is a celebration of the legacy of one individual who brought so much good to the community. That part of our organization is something to celebrate, and something I want to continue to grow in the community.

Over the past 5 years, Science North has engaged with 219,305 people in Northern Ontario. There is great opportunity to grow that number even further.

The ability to extend our reach across the North, thanks to our outreach base in Thunder Bay, summer camp programs, public outreach at fairs, festivals, provincial parks and libraries, and the installation of permanent visitor experiences in other Northern Ontario attractions, allows Science North the ability to meet our strategic goal of delivering our unique brand of hands-on, interactive programs and science-based learning to diverse audiences that include children, families, teens, and adults. We will continue to seek out innovative opportunities to engage people of all ages in the science of the world around them.

Partnerships are also extremely important to the success of Science North's ability to reach a growing number of communities and people. And, because we are Northern Ontario's science centre, we will continue to aim to develop products and services that benefit Northern Ontario communities, by encouraging tourism, economic development and informal learning opportunities for audiences of all ages.

Science North Funders, Donors and Sponsors*

Science North's successes have been possible with the generous support of funders, donors and sponsors. Sincere thanks are extended to each and every one of them.

Government Supporters

Canadian Geological Foundation
Canadian Heritage
City of Greater Sudbury
Employment and Social Development Canada
FedNor
Greater Sudbury Utilities
Ministry of Education
Ministry of Energy
Ministry of Northern Development and Mines
Ministry of Tourism, Culture and Sport
Ministry of Training, Colleges and Universities
Natural Sciences and Engineering Research Council of Canada
Northern Ontario Heritage Fund Corporation
Ontario Cultural Attractions Fund
Ontario Tourism Marketing Partnership Corporation
Service Canada
Sudbury Tourism
Sudbury Vocational Resource Centre

Media Supporters

CBC Radio One
CJTK - KFM
CTV Northern Ontario
Eastlink TV
Hot 93.5 FM
KICX 91.7
KiSS 105.3
Le Loup
Le Voyageur
Northern Life
Q92
Radio-Canada
Rewind 103.9 FM
Sudbury Living
The Sudbury Star

Corporate, Foundation and Individual Supporters

Agilis
Taesha Andrews
Anonymous
Mike Ashton
Atlas Copco Canada
Bell Aliant
Robert Bertuzzi
Dale Bursey
Cambrian Ford
Canadian Association of Science Centres
CARSTAR
Centis Tile & Terrazzo
Dr. Jordi Cisa
Michelle Ciulini
Elyse Clements
Clements Group
Collège Boréal
Glen Davidge
James Delsault
Stephanie Deschenes
Michael DiBrina
DiBrina Sure Group
Peter Dow
Dominique Dupuis
Echo Foundation
John Eggert
Epsilon Medical Solutions Ltd.
Equipment World Inc.
Essar Steel Algoma Inc.
Denise Fera
FIRST Robotics Canada
Fountain Tire
Dominique Fragomeni
Mike Franklyn
Freelandt Caldwell Reilly
Terrance Galvin
Giant Tiger Stores Limited
Golder Associates Ltd.
Natalie Goodale
Harvest King Produce
Hatch
Horizon Partners
Carol Johnston
Caroline Kelly
Dave Kelly and Eileen Kotila
KGHM International Ltd.
KPMG
Laari Construction Ltd.
Mark Laberge
Guy Labine
Lise Labine
Claude Lacroix
Lacroix Lawyers
Kristal Lafantaisie
Laurentian University
Little Caesars
Lougheed Financial Planning
Kelly Louiseize
Scott Lund
Main Street Design
Gordon Marrs
Pat McBane
Bryen McGuire
Simon McMillan
Julie Moskalyk
Joel Montgomery
Walter Mozek
Chris Nash
Neighbourhood Dominion Lending Centre
Tony Nero
Newalta Corporation
Théo Noël de Tilly
Northern Credit Union
Northland Truck Sales Ltd.
Nuclear Waste Management Organization
Ontario Power Generation
OvertheAtlantic
Ben and Lauren Paille
Louise Paquette
PepsiCo Canada
Pioneer Construction
Plaza 69 Pharmacy
Ted Pugliese
Quality Retirement & Estate Services Ltd.
Reliable Maintenance Products
Simone Renelli
RHP Training Centre
Carey Roy
Scotiabank
John Scott
Murray Scott
Kerri Spooner
Liz Spooner-Young
Sudbury Hyundai
Sudbury Intergrated Nickel Operations, A Glencore Company
Talos Steel Ltd.
TD Canada Trust
Technica Group Inc.
Travelway Inn
United Way Centraide
Vale
Value Village
Michael Vagnini
Verdicchio Ristorante and Natura Events
Danielle Waltenbury
Wolf Lake Construction Inc.
Luci Wurdermann
XPS Consulting & Testwork Services, A Glencore Company
Yallowega Bélanger Architecture
Zen Fitness

**cash donations of $250 and greater; in-kind contributions of $500 and greater*

Regular Corporate Member

Contact North
Dr. Sloan and Associates
Ethier Sand & Gravel Ltd.
Erzsebet Kiss
Greater Sudbury Development Corp.
Lasalle Animal Clinic
Ramsey Lake Health Centre – Acute Inpatient Psychiatry
R.L. Gougeon Ltd.
St. Joseph's Villa
Université Laurentienne, Bureau des affaires francophones

Corporate Plus Members

Belanger Ford Lincoln Centre
Bell Aliant
Bestech Engineering
Romina Calisi
Cementation
CEMI
Erin Chisholm
Claim Secure
Coleman Mine Employee's Association
Collins Barrow
Community Care Access Centre
Conroy Trebb Scott Hurtubise LLP
Creighton Mine Employee Association
Dalron Group Limited
DiBrina Sure Group
DIV Shop Social Club
Dowling Pharmacy Ltd.
Dr. Lyne Giroux Sudbury Skin Care
Finlandia Village
HLS Hard-Line Solutions
Jubilee Heritage Family Resources
Local 598 CAW Retired Workers Chpt.
Lopes Limited
Lougheed Financial Planning
Maslack Supply Ltd.
Ministry of Northern Development & Mines
Newcap Radio
Northern Life
OECTA – Sudbury Elementary and Occasional Teachers
Ontario March of Dimes
Oraclepoll Research
Patrick Mechanical Ltd.
Petryna Advertising
Pioneer Construction
Plan A Health Care Staffing Solutions
Rastall Mine Supply Ltd.
RBC Dominion Securities
Realty Executives
Remax Crown Realty Dorothy Godin
Remax Crown Realty Liz Spooner-Young and Associates
Remax Crown Realty Terry Ames
Ristorante Verdicchio
RJM Wealth Inc.
Rogers Broadcasting
Scotiabank
Shkagamik-Kwe Health Centre
SNOLAB
Sudbury Credit Union Limited
Sudbury Hyundai
Sudbury Integrated Nickel Operations – A Glencore Company (Fraser, Nickel Rim South, Strathcona Mill, Sudbury Smelter)
Sudbury Police Association
Technica Mining
Travelodge Hotel
Travelway Inn
Vale Garson Mine
Vale Stobie Mine
Wahnapitae First Nation
Wildeboer Dellelce LLP
WorleyParsons Canada
XPS Consulting & Testwork Services, A Glencore Company
Yallowega Bélanger Architecture

Science North Board of Trustees

(as of March 31, 2015)

Name	Date Appointed	Term Expiry Date
Scott Lund – Chair	June 29, 1998	June 27, 2016
Dr. Jordi Cisa	March 24, 2004	June 2, 2016
Elyse Clements	June 29, 1998	August 25, 2016
Lorraine Dupuis	March 24, 2004	June 2, 2016
Manfred Herold	May 25, 2004	June 2, 2016
Dr. Stephen Kosar	January 27, 2010	January 27, 2016
Jeffrey Laberge	February 11, 2009	April 22, 2018
Claude Lacroix	July 15, 2009	July 15, 2015
John Macdonald	June 11, 2008	August 13, 2017
Gordon Marrs	June 22, 2005	April 1, 2018
Todd Miller	December 17, 2013	December 17, 2016
Murray Scott	January 23, 2013	August 25, 2016

Science North Committee Members

(as of March 31, 2015)

Audit Committee
Vacant – Chair
Dr. Stephen Kosar
Claude Lacroix
Bruce Hennessy

Business Affairs Committee
Jeffrey Laberge – Chair
Manfred Herold
Cathy Bailey
Doug Craig
Bruce Hennessy
Justin Lemieux
Kati McCartney
Greg Seguin

Executive Committee
Scott Lund – Chair
Elyse Clements
Jeffrey Laberge
Claude Lacroix (member at large)
Gordon Marrs

Science Program Committee
Gordon Marrs – Chair
Dr. Jordi Cisa
Lorraine Dupuis
John Macdonald
Todd Miller
Diane Abols
Nels Conroy
Michele Henschel
Céline Larivière
Leona Scanlon
Liane Villano
David Wood

Names in italics represent non-trustee members

Science North Staff
(as of March 31, 2015)

Guy Labine
Chief Executive Officer

Chloe Gordon
Executive Manager, CEO's Office
Eileen Kotila
Administrative Assistant

Audrey Dugas
Senior Manager, Grant Programs

Jennifer Pink
Director, Science Programs

Julie Moskalyk
Senior Manager, Dynamic Earth
Jennifer Beaudry
Bryen McGuire
Staff Scientists

Robert Gagne
Senior Producer
Amy Wilson
Associate Producer/Editor
Richard Wilderman
Animator

Brenda Koziol
Senior Scientist, Travelling Exhibits
Kirsti Kivinen-Newman
Vacant
Staff Scientists

Nancy Somers
Senior Scientist, Science Operations
Roger Brouillette
Daniel Chaput
Bruce Doran
Jenny Fortier
Amy Henson
Simon McMillan
Dana Murchison
Melissa Radey
Stephen Smith (on leave)
Staff Scientists
Jacqueline Bertrand
Dale Myslik
Science Technicians
Russell Jensen
Michel Tremblay
Technical Specialist
Ronald Bradley
Technician

Danielle Waltenbury
Senior Scientist, Science Initiatives

Carey Roy
Assistant to the Directors, Science and Education Initiatives

Nicole Chiasson
Director, Education and Northern Programs
Sarah Chisnell (on leave)
Senior Scientist, Education
Cathy Stadder Wise
Senior Scientist, Informal Science Programs
Emily Kerton
Senior Scientist, Outreach and Aboriginal Initiatives
Natalie Crinklaw
Tina Leduc
Lora Clausen
Vacant
Outreach (2)
Staff Scientists
Cassandra Belanger
Justine VanEsbroeck
Science Communicators

Brenda Tremblay
Chief Operating Officer

Jennifer Booth
Senior Manager, Finance & Accountability
Angela McCandless
Senior Accountant
Michelle Ciulini
Valerie Lefebvre
Accountants
Diane Rossi
Pay & Benefits Officer
Janine Pigozzo
Procurement and Contracts Officer

Mark Gibson
Manager – Facilities Infrastructure
Dale Bursey
Facility Manager
Paul Loiselle
William Mann
Shawn McNamara
Renaud Marquis
Robert Longarini
Technical Specialists
Dave Kelly
IT Services Manager
Brian Wright
IT Technician

Erin O'Neill
Senior Manager - Marketing
Christine Catt
Pamela Therrien
David McGuire
Marketing Specialists
Vacant
Marketing and Communications Officer

Kim Lavigne
Mireille Wright
Graphic Designers
Mario Parisé
Web Editor
Vacant
Web Developer

Ashley Larose
Senior Manager, International Sales
Lauren Paille
Exhibit Sales and Marketing Leader
Andrew Blair
Client Services Assistant
Vacant
Manager, Travelling Exhibits Touring Operations
Don Greco
Technical Specialist
Vern Gran
Technical Project Manager
Tasio Gregorini
Senior Technologist
Andrea Martin
Project Manager

Renee LePera
Senior Manager, Sales & Visitor Services
Michelle Lalonde
Kimberly Parkhill
Sales Leaders
Kathryn Huneault
Sales Leader, Food and Functions
Crystal Craig
Special Functions Lead
Vince Murphy
Manager, Facility Operations
Kevin McArthur
Ron Pinard
Technical Specialists

Beverly Pugliese
Operations Assistant – COO Unit

Kristal Lafantaisie
Acting Manager, Development
Vacant
Development Officer

Denise Fera
Director, Organizational Development
Vacant
Senior Manager, Organizational Development
Rebecca Wilson
Manager, Organizational Development Operations
Tasha Denis (on leave)
Organizational Development Officer

Appendix:
Science North Audited Financial Statements
(as of March 31, 2015)

Financial Statements of

SCIENCE NORTH

Year ended March 31, 2015

KPMG LLP
Claridge Executive Centre
144 Pine Street
Sudbury ON P3C 1X3

Telephone (705) 675-8500
Fax (705) 675-7586
In Watts (1-800) 461-3551
Internet www.kpmg.ca

INDEPENDENT AUDITORS' REPORT

To the Honourable Minister of Tourism, Culture and Sport of the Province of Ontario and the Board of Trustees of Science North

We have audited the accompanying financial statements of Science North, which comprise the statement of financial position as at March 31, 2015, the statements of operations and changes in fund balances and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

KPMG LLP, is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International **Cooperative ("KPMG International"), a Swiss entity**
KPMG Canada provides services to KPMG LLP

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Science North as at March 31, 2015, its results of operations, its remeasurement gains and losses and its cash flows for the year then ended, in accordance with Canadian public sector accounting standards.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

June 9, 2015
Sudbury, Canada

SCIENCE NORTH

Statement of Financial Position

March 31, 2015, with comparative information for 2014

		2015		2014
Assets				
Current assets:				
Cash	$	3,989,593	$	2,960,397
Short-term investments		3,755,984		3,383,804
Accounts receivable		1,479,442		2,398,480
Prepayments and inventory		1,640,884		909,665
		10,865,903		9,652,346
Restricted investments		6,836,982		6,910,788
Capital assets (note 3)		39,072,006		40,838,038
	$	56,774,891	$	57,401,172
Liabilities and Fund Balances				
Current liabilities:				
Accounts payable and accrued liabilities	$	2,940,796	$	2,763,894
Deferred revenue		1,673,464		1,761,567
Current portion of loans payable (note 4)		3,971		52,971
		4,618,231		4,578,432
Loans payable (note 4)		1,430,307		1,434,278
		6,048,538		6,012,710
Fund balances:				
General		2,256,585		2,998,251
Capital asset		38,023,196		39,789,228
Restricted and endowment (note 5)		10,446,572		8,600,983
		50,726,353		51,388,462
Commitment (note 10)				
	$	56,774,891	$	57,401,172

See accompanying notes to financial statements.

On behalf of the Board:

Chair

Director

SCIENCE NORTH

Statement of Operations and Changes in Fund Balances

Year ended March 31, 2015, with comparative information for 2014

	General		Capital Asset		Restricted and Endowment		Total	
	2015	2014	2015	2014	2015	2014	2015	2014
Revenue:								
Province of Ontario grants:								
Operating	$ 6,828,900	6,828,900	-	-	-	-	6,828,900	6,828,900
Specific	566,960	219,533	1,793,362	3,072,289	-	-	2,360,322	3,291,822
Government of Canada grants	151,371	127,115	581,065	235,261	-	-	732,436	362,376
Admissions:								
Science Centre	1,112,199	1,104,754	-	-	-	-	1,112,199	1,104,754
Dynamic Earth	474,537	385,513	-	-	-	-	474,537	385,513
IMAX Theatre	470,457	453,924	-	-	-	-	470,457	453,924
Planetarium	123,858	110,329	-	-	-	-	123,858	110,329
Workshops and events	995,136	1,050,802	-	-	-	-	995,136	1,050,802
Memberships	523,733	548,531	-	-	-	-	523,733	548,531
Business operations:								
Food services	672,005	647,984	-	-	-	-	672,005	647,984
Exhibit and theatre production sales	2,424,528	1,995,595			-	-	2,424,528	1,995,595
Film production services	99,680	90,491	-	-	-	-	99,680	90,491
Retail	821,144	741,695	-	-	-	-	821,144	741,695
Parking	75,648	83,233	-	-	-	-	75,648	83,233
Fundraising and donations	348,274	287,403	34,000	658,865	9,649	107,077	391,923	1,053,345
Interest earned	147,126	183,106	-	-	218,174	226,817	365,300	409,923
Other	55,508	50,948	36,980	1,468,600	-	-	92,488	1,519,548
	15,891,064	14,909,856	2,445,407	5,435,015	227,823	333,894	18,564,294	20,678,765
Expenses:								
Science program:								
Science Centre operations	2,638,577	2,573,398	-	-	-	-	2,638,577	2,573,398
Education and Northern programs	1,609,176	1,362,539	-	-	-	-	1,609,176	1,362,539
Dynamic Earth operations	651,348	502,345	-	-	-	-	651,348	502,345
Business operations:								
IMAX Theatre	541,152	624,575	-	-	-	-	541,152	624,575
Planetarium	117,879	125,244	-	-	-	-	117,879	125,244
Food service	501,228	479,405	-	-	-	-	501,228	479,405
Cost of exhibit sales	1,605,291	2,075,250	-	-	-	-	1,605,291	2,075,250
Cost of film services	49,024	67,500	-	-	-	-	49,024	67,500
Retail	576,881	530,331	-	-	-	-	576,881	530,331
Box office and sales	482,322	443,361	-	-	-	-	482,322	443,361
Maintenance and building	1,827,219	1,796,833	-	-	-	-	1,827,219	1,796,833
Administrative operations	2,505,014	2,652,852	-	-	-	-	2,505,014	2,652,852
Marketing and development	1,412,225	1,287,628	-	-	-	-	1,412,225	1,287,628
Program technical support	244,802	309,772	-	-	-	-	244,802	309,772
Amortization of capital assets	-	-	4,464,265	4,247,741	-	-	4,464,265	4,247,741
	14,762,138	14,831,033	4,464,265	4,247,741	-	-	19,226,403	19,078,774
Excess (deficiency) of revenue over expenses	1,128,926	78,823	(2,018,858)	1,187,274	227,823	333,894	(662,109)	1,599,991
Fund balances, beginning of year	2,998,251	2,192,502	39,789,228	39,652,897	8,600,983	7,943,072	51,388,462	49,788,471
Transfers for capital	(252,826)	644,249	252,826	(1,050,943)	-	406,694	-	-
Interfund transfers (note 6)	(1,617,766)	82,677	-	-	1,617,766	(82,677)	-	-
Fund balances, end of year	$ 2,256,585	2,998,251	38,023,196	39,789,228	10,446,572	8,600,983	50,726,353	51,388,462

See accompanying notes to financial statements.

SCIENCE NORTH

Statement of Cash Flows

Year ended March 31, 2015, with comparative information for 2014

	2015	2014
Cash provided by (used in):		
Operating activities:		
Excess (deficiency) of revenue over expenses	$ (662,109)	$ 1,599,991
Adjustments for:		
Amortization of capital assets	4,464,265	4,247,741
Debt discount	-	8,670
Loan forgiveness	-	(360,000)
	3,802,156	5,496,402
Changes in non-cash working capital (note 9)	276,618	(596,792)
	4,078,774	4,899,610
Financing activities:		
Principal repayment of loans payable	(52,971)	(242,664)
Capital activities:		
Purchase of capital assets	(2,698,233)	(4,030,137)
Investing activities:		
Decrease (increase) in other restricted investments	73,806	(804,591)
Decrease (increase) in short-term investments	(372,180)	515,227
	(298,374)	(289,364)
Net increase in cash	1,029,196	337,445
Cash, beginning of year	2,960,397	2,622,952
Cash, end of year	$ 3,989,593	$ 2,960,397

See accompanying notes to financial statements.

Science North (the "Organization") is an Ontario Organization established as a Science Centre Organization under the Science North Act of the Province of Ontario. The Organization is a registered charity and is exempt from income taxes under the Income Tax Act.

1. Significant accounting policies:

(a) Basis of presentation:

These financial statements reflect the assets, liabilities, revenues and expenses of the unrestricted, capital and restricted and endowed funds of Science North.

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards including the 4200 standards for government not-for-profit organizations. A statement of remeasurement gains and losses has not been included as there are no matters to report therein.

(b) Revenue recognition:

The Organization follows the restricted fund method of accounting. Under this method, the following principles have been applied:

- Contributions are recorded as revenue in the respective funds based on their nature, source and the restrictions stipulated by the donor.
- Contributions including pledges and donations are recognized as revenue when received or receivable if the amounts can be reasonably estimated and collection is reasonably assured.
- Revenue on contracts is recognized using the percentage-of-completion method. The percentage is determined by relating the actual cost of work performed to date to the current estimated total cost for each contract. Unearned advances are deferred. Projected losses, if any, are recognized immediately for accounting purposes.
- Revenue from film distribution and license / lease arrangements is recognized only when persuasive evidence of a sale or arrangement with a customer exists, the film is complete and the contractual delivery arrangements have been satisfied, the arrangement fee is fixed or determinable, collection of the arrangement fee is reasonably assured and other conditions as specified in the respective agreements have been met.
- Cash received in advance of meeting the revenue recognition criteria described above is recorded as deferred revenue.

(c) Investments:

Short-term investments consist of bonds and coupons and are recorded at fair value.

Restricted investments consist of bonds and coupons and are recorded at amortized cost.

1. Significant accounting policies (continued):

(d) Capital assets:

With the exception of the Bell Grove land, which is recorded at nominal value, capital assets are stated at cost or fair market value if donated.

Amortization on buildings is provided on the declining-balance basis at an annual rate of 5%.

Amortization on exhibits and equipment is provided on the straight-line basis at annual rates ranging from 5% to 20%.

Amortization on large format films, when available for use, is provided in proportion that current revenue bears to management's estimate of revenue expected from the film.

(e) Financial instruments:

All financial instruments are initially recorded on the statement of financial position at fair value.

All investments held in equity instruments that trade in an active market are recorded at fair value. Management has elected to record investments at fair value as they are managed and evaluated on a fair value basis. Freestanding derivative instruments that are not equity instruments that are quoted in an active market are subsequently measured at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.

Financial instruments are classified into fair value hierarchy Levels 1, 2 or 3 for the purposes of describing the basis of the inputs used to determine the fair market value of those amounts recorded a fair value, as described below:

Level 1	Fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities
Level 2	Fair value measurements are those derived market-based inputs other than quoted prices that are observable for the asset or liability, either directly or indirectly
Level 3	Fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data

1. Significant accounting policies (continued):

(f) Employee future benefits:

The Organization has defined contribution plans providing pension benefits. The cost of the defined contribution plans is recognized based on the contributions required to be made during each year.

(g) Use of estimates:

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the periods specified. Items subject to such estimates and assumptions include the carrying value of capital assets and loans payable and valuation allowances for accounts receivable and inventory. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.

2. Adoption of new accounting policy:

The Organization adopted Public Sector Accounting Board Standard *PS 3260 Liability for Contaminated Sites* effective April 1, 2014, Under PS 3260, contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic, or radioactive material or live organism that exceeds an environmental standard. This Standard relates to sites that are not in productive use and sites in productive use where an unexpected event resulted in contamination. The Organization adopted this standard on a retroactive basis and there were no adjustments as a result of the adoption of this standard.

3. Capital assets:

2015	Cost	Accumulated Amortization	Net Book Value
Land and buildings:			
Bell Grove	$ 51,501,813	31,502,873	19,998,940
Dynamic Earth	13,860,240	5,260,919	8,599,321
Exhibits and equipment:			
Bell Grove	15,555,206	12,065,534	3,489,672
Dynamic Earth	6,525,769	4,751,158	1,774,611
Travelling exhibits	10,275,851	8,504,099	1,771,752
Large format film	8,096,263	4,658,553	3,437,710
	$105,815,142	66,743,136	39,072,006

2014	Cost	Accumulated Amortization	Net Book Value
Land and buildings:			
Bell Grove	$ 51,363,284	30,450,297	20,912,987
Dynamic Earth	13,725,213	4,870,428	8,854,785
Exhibits and equipment:			
Bell Grove	15,197,365	10,647,648	4,549,717
Dynamic Earth	5,140,099	4,528,102	611,997
Travelling exhibits	9,862,204	7,431,167	2,431,037
Large format film	7,829,774	4,352,259	3,477,515
	$103,117,939	62,279,901	40,838,038

4. Loans payable:

Reduced or non-interest bearing loans are payable as follows:

	Principal Outstanding		
	2015	2014	Payment Terms
Province of Ontario:			
IMAX Theatre	$ 75,837	75,837	50% of average annual IMAX Theatre profits, if any, for previous two fiscal years.
Wings Over the North	1,000,000	1,000,000	One third of remaining distribution profits received by Science North once a third party contributor has recouped its investment against such profits.
Travelling Exhibits 2	–	50,000	Loan bearing no interest, repayable in annual installments with two annual payments of $150,000 and one payment of $50,000. Loan has been discounted to reflect the fair value. The discount has been calculated at $Nil (2014 - $1,641)
Government of Canada:			
Large Format Films Distribution	358,441	361,412	This loan is repayable at 4% of gross revenues from film distribution and its derivatives.
Total	1,434,278	1,487,249	
Less current portion of loans payable	3,971	52,971	
	$ 1,430,307	1,434,278	

The Federal loans payable reflect management's current estimates of its obligation given the plans and results to date. The balances have not been discounted given the indeterminable repayment schedule.

5. Restricted and endowment funds:

The restricted and endowment funds are comprised of the following:

	2015	2014
Externally restricted:		
Capital renewal fund	$ 2,747,778	2,660,094
Program and exhibit funds	741,218	619,255
Endowment fund	30,398	27,912
	3,519,394	3,307,261
Internally restricted:		
Funds:		
Operating reserve fund	2,940,021	3,107,127
Waterfront development	247,881	220,387
Other	190,030	197,502
Reserves:		
Replacement of capital assets	2,959,619	1,032,370
Human resources	589,627	736,336
	6,927,178	5,293,722
	$10,446,572	8,600,983

6. Interfund transfers:

The interfund transfers are comprised of:

(a) net assets of $345,029 (2014 - $77,391) which were internally allocated between the General Fund and the Restricted Fund, to cover certain general fund purchases;

(b) net assets of $1,696,390 (2014 - $182,882) which were internally allocated between the General Fund and the Restricted Fund for capital acquisitions (future capital acquisitions); and

(c) net assets of $266,405 (2014 - $188,168) which were internally allocated between the General Fund and the Restricted Fund to cover future operational expenditures.

7. Financial instruments:

(a) Credit risk and market risk:

The Organization has no significant exposure to credit or market risks.

(b) Liquidity risk:

Liquidity risk is the risk that the Organization will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Organization manages its liquidity risk by monitoring its operating requirements. The Organization prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

(c) Interest rate risk:

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

The Organization is exposed to this risk through its interest bearing investments.

The Organization's bond portfolio has interest rates ranging from 4.1% to 6.0% with maturities ranging from April 23, 2019 to February 15, 2027.

8. Employee future benefits:

The contributions to the defined contribution pension plans were $490,088 (2014 - $537,502).

9. Change in non-cash operating working capital:

		2015	2014
Cash provided by (used in):			
Decrease (increase) in accounts receivable	$	919,038	(1,393,765)
Increase in prepayments and inventory		(731,219)	(162,197)
Increase in accounts payable and accrued liabilities		176,902	272,536
Increase (decrease) in deferred revenue		(88,103)	686,634
	$	276,618	(596,792)

10. Commitment:

During the year, the Organization entered into a contract with an unrelated party, in the amount of $1,000,000 USD for the purchase of an IMAX GT digital theatre system. At March 31, 2015, $800,000 USD of this contract commitment had not yet been incurred.

Science North is an agency of the Government of Ontario. Dynamic Earth is a Science North attraction. IMAX® is a registered trademark of IMAX Corpora
Science North is a not-for-profit and a registered charity.